



## TERMS OF REFERENCE FOR CONSULTANCY ON KNOWLEDGE EXCHANGE AND PEER LEARNING FOR INSTITUTIONAL STRENGTHENING

### 1. Background

#### Kenya Association of Manufacturers (KAM)

The Kenya Association of Manufacturers is the representative organization for manufacturing Value-add Industries in Kenya. Established in 1959 as a private sector body, KAM has evolved into a dynamic, vibrant, credible and respected business association that unites industrialists and offers a common voice for businesses. KAM provides an essential link for co-operation, dialogue and understanding with the Government by representing the views and concerns of its members to the relevant authorities. In pursuit of its core mandate of policy advocacy, KAM promotes trade and investment, upholds standards, encourages the formulation, enactment and administration of sound policies that facilitate a competitive business environment and reduce the cost of doing business.

KAM through funding from GIZ Ethiopia under the Good Governance Project worth Eur 150,707.20 (Ksh 18 million) has an overall Objective to contribute to **Enhancing Policy, Advocacy and Service Development for Ethiopian Business Membership Organizations (BMOs)**. The proposed interventions will support Kenya Association of Manufacturers in engaging Ethiopian BMOs to drive fact-based policy advocacy towards the formation of industrial policies to strengthen and support the country's economic development. Through fact-based advocacy, KAM partners with Government and its associated agencies to ensure a dynamic and flourishing manufacturing sector in Kenya, to realize a double-digit contribution to GDP.

The laws, policies, and regulations that shape a country's business environment is an outcome of a negotiation between the public and private sector. Business Membership Organizations (BMOs) act as key intermediaries between the public and private sector.

The interventions will be aligned to the following **key deliverables**:

#### 1. Experience sharing through knowledge exchange and peer learning visits.

It is planned to organize two study tours to Kenya for staff members of up to 10 Ethiopian BMO members drawn from city chambers, sectoral associations, and other BMOs especially those focusing on women-led businesses. The objective of the study tours is to enable the BMO members staff to benchmark and learn from the Kenyan experience with an advanced and progressive BMO like KAM.



It is expected that the experiential sharing visits will lead to staff from the Ethiopian BMOs gaining insights into Kenyan BMOs experience such as KAM.

## 2. Public-Private Dialogue (Policy Round Table)

In the Public Policy Dialogue guide program, the focus is on the strengthening the staff from the Ethiopian BMOs to influence and effectively lobby and advocate for an enabling business environment.

Ethiopian BMOs staff will be supported to engage more effectively in policy processes. The support entails strategic and practical advice regarding how the BMOs can overcome the main challenges to policy engagement.

## 3. Support in setting up a consulting section to support membership and value-add services for trainings, SME support, and green growth services

KAM will support Ethiopian BMO staff members towards development of two focal areas to support business growth and economic growth in Ethiopia.

The focal areas will be SME strategy to inform SME Hub Development and creation of a Green Growth strategy to inform establishment of a Center for Green Growth and Climate Change.

### 2. The consultancy

The Knowledge Exchange and Peer Learning for Institutional Strengthening specialist will employ traditional and digital learning approaches to develop and implement innovative, creative and effective ways to capture and share technical knowledge, leverage good practices, and improve the effectiveness of learning between Kenya and Ethiopian BMOs. The Specialist will specifically support an exchange learning for Kenya Association of Manufacturers in Ethiopia tentatively in April, 2023 and for Ethiopian BMOs tentatively in May, 2023. They will be responsible for a wide variety of activities related to identifying, managing, packaging, and disseminating key information to advance technical practice and provide Ethiopian BMOs with the tools they need to conduct better Member services support, Governance and lobbying and advocacy. The specialist will facilitate learning events, produce resources and guidance, and facilitate ongoing content development and engagement. The Specialist will champion integration of practices that support knowledge capture and transfer, collaboration, learning and knowledge sharing, and adaptive management so that the knowledge and experience acquired from this project is shared and applied more intentionally and strategically by KAM staff, Ethiopian BMOs, Government entities, key partners, and other relevant stakeholders.



The consultancy will be conducted in both Kenya and Ethiopia. The outcome envisioned is to identify and pinpoint the issues that the business community wants addressed in Ethiopia to advance their lobbying and advocacy and enhance governance support and institutions strengthening towards Member Services development. This consultancy will also involve conducting desk research on assessment of global best practices in for Membership Organizations.

The successful applicant will be a seasoned professional with extensive experience in strengthening institutional capacity in a wide range of areas. The applicant will also possess strong leadership and consensus-building skills to motivate and unite the various. The ideal candidate will possess significant experience in working with and/or strengthening the institutional capacity of complex national institutions in the East Africa region. Candidates that have experience in working with NGOs are strongly preferred.

### 3. Scope of Work

1. Lead the design and development of learning experiences (training, tools, resources, peer learning, etc) in collaboration with the KAM Leadership Team, Project Coordinator, GIZ Ethiopia, and other subject matter experts, that will help KAM and Ethiopian BMOs to develop the individual competencies needed to successfully integrate good practices into their work.
2. Manage and facilitate peer exchange and learning sessions between KAM and Ethiopian BMOs.
3. Analyse all relevant background information on the peer learning mission (s), including prior documentation, Regional and Country Plans , and other mission-specific reports and data.
4. Oversee all planning for the peer learning mission (s), including drafting the scope of work, creating a work plan, managing the participants, developing an agenda, setting up meetings, engaging in knowledge capture, and producing deliverables.
5. Guide the Rapporteur in capturing knowledge and outcomes from the peer learning mission (s) in the form of a report, and/or other deliverables/venues.
6. Maintain an ongoing relationship with key mission staff and provide regular guidance and support as requested.

### 4. Deliverables

- **Inception Report** outlining key steps, proposed methodology and timeline
- Concept Note and Agenda for the Peer Learning Mission (s)
- **Draft report** and accompanying presentation outlining current procedures, structure and potential weaknesses or risks and key successes from KAM and the Ethiopian BMOs.
- **Final assessment report** and accompanying presentation communicating the major findings and key recommendations.



## 5. The Consultant

### Qualifications

1. Bachelors and 10 ears of experience OR Masters and 4 years of experience OR PhD and 2 years of experience in: strategic learning, instructional design, training, knowledge management, KM, organizational development, and/or evaluation in an international development context.
2. Ability to convey the importance of strategic learning, knowledge management, organizational development, communications, and/or M&E as a cornerstone of a successful organization
3. Skilled facilitation of groups, meetings, and events both online and in-person
4. E-learning skills and experience desirable
5. Excellent written and oral communication skills
6. Experience with donor programming
7. Positive attitude and ability to work with others constructively.
8. Ability to obtain at minimum facilities clearance.

### Skills and Attributes

- Demonstrated knowledge and understanding of donor regulations and compliance issues related to management of donor funds.
- Effective interpersonal skills.
- Excellent written and oral communication skills.
- Excellent English verbal and written communication skills.
- Proficient in the use of Microsoft Office Suite packages (Word, Excel, Access, PowerPoint, Publisher and other Database Management Software).
- Strong analytical skills, with an ability to analyse information.
- Committed and hard-working with ability to work under pressure.
- Good planning, financial and budgeting skills.

## 6. Improvement of the Terms of Reference

The consultant may advice on modalities to improve the Terms of Reference, which he/she considers would inform this assignment. Such proposals, if accepted, will form part of the Terms of Reference of the assignment.

## 7. Timing

This assignment will be conducted in 15 working days.

## 8. Application documents

Qualified and interested individual(s) are asked to submit the following:

- i. Expression of interest that highlights an understanding of ToR and the task to be accomplished;



- ii. A detailed technical proposal that includes: (a) Proposed methodology, (b) consultant's profile (CV) (c) past related experience
- iii. Financial Proposal clearly capturing the activities rate for implementing this project;
- iv. Academic credentials, Copy of Pin certificate , Tax Compliance Certificate

## **9. Application for consultancy**

Interested consultants or entities are requested to submit technical and financial proposals to [procurement@kam.co.ke](mailto:procurement@kam.co.ke) by **17<sup>th</sup> March 2023** stating ,“ **KNOWLEDGE EXCHANGE AND PEER LEARNING CONSULTANCY**”.

**KAM Physical address:** KAM Procurement  
Kenya Association of Manufacturers  
KAM House  
Mwanzi Road, Opposite Westgate Mall  
P.O Box 30225 -00100  
Nairobi